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8 February 1960

MEMORANDUM FOR: Staff Officer to the DD/P for Personnel Matters

SUBJECT : Exchange Assignments between the Clandestine Services and the Office of Training

REFERENCE : [ ] dtd 15 November 1956, this subject

1. [ ] Mr. Wisner's signature and released by Mr. Helms, has been in effect now for just over three years. It establishes the concept that orderly rotation of personnel between the Clandestine Services (CS) and the Office of Training (OTR) is beneficial to the former and essential to the latter. The past three years have demonstrated that the concept is a sound one. Experienced senior CS personnel are consistent in their expressed opinion that tours of duty with OTR have greatly enhanced their value to the CS. Because of marked changes in operational trends during the same period, it has become more obvious than ever to the "professional teacher," or OTR careerist, that he must have periodic assignments on the "firing line" in order to keep current.

2. [ ] There are roughly [ ] positions in OTR (excluding [ ] which could be filled by either CS or OTR careerists. [ ] of these positions are presently held by CS careerists and there are some [ ] professional OTR careerists serving rotational tours with the CS. It is mutually accepted that this 50-50 ratio is desirable. The principle also has been generally accepted that the GS-grades of the rotated principals involved is of no significance. I want the most operationally experienced CS personnel, regardless of grade, realizing that as instructors per se they may not be as qualified as the OTR "professional teacher." Conversely, the OTR instructor understands fully that the grade he has attained as an instructor does not qualify him for a commensurate position with the CS. Although many OTR careerists have demonstrated their ability to compete operationally with their CS counterparts, all are aware that a most important by-product of their rotational tour with the CS is to make them better instructors upon their return to OTR.

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3. As I have noted already, the results of [ ] have been excellent. The quality of the OTR "product" is considerably better than it was three years ago. The content of the courses in the Operations School of OTR is more professional, realistic, and current. The printed training material produced by OTR is more responsive to the needs of the CS overseas. The Junior Officer Trainee is better prepared for his assignment with the CS than ever before. All this is due in large part not only to the high calibre of CS personnel who have been made available to OTR for rotational tours but also to the OTR instructors who have returned from rotational tours with the CS. It is this latter group on whom I must rely mainly for the management of OTR, the continuity of training programs, teaching methods and techniques, and a realistic balance between tradecraft theory and tradecraft practice.

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4. I now foresee, however, serious difficulties arising during the present year which may hamper the continued, successful implementation of [ ]

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- a. The imminent closing of [ ] will cut by one-half the opportunities for OTR instructors to gain overseas quasi-operational experience and will thereby increase the number of operational assignments required of the CS by OTR.
- b. The determination of the DCI to lower the personnel ceiling of the Agency has created an overstrength problem in the CS which makes it increasingly difficult to find assignments in the CS for non-CS careerists.
- c. The desire of the DD/I to place numbers of his people on rotational tours with the CS further limits the number of CS positions available to OTR careerists. Rotation between the DD/I and the CS undoubtedly will be to the advantage of the Agency, the DD/I and the CS, but I hope that the DD/P realizes also that the purpose of rotation between the CS and OTR is solely to serve better the interests of the CS.
- d. In effect, the OTR careerist is now competing for CS assignments not only with CS careerists but also with DD/I personnel and the JOT's. This is tough competition. The result is, I am afraid, that the various boards, panels, area divisions, branches and staffs which get into the personnel assignment act, in varying degrees, have a tendency to "look after their own first." This is

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only human nature. It also is human nature for the Personnel Officers who work with the CS boards and panels, etc., to go along with this. After all, a bird in the face is more troublesome than the bird in somebody else's bush! The unassigned CS careerist is quite naturally their first concern.

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5. Accordingly, I recommend to you and to Mr. Bross and  who are concerned with CS/OTR problems, that you may wish to suggest to the DD/P that, in addition to those slots normally available to OTR careerists on rotation to the CS, he establish a block of overseas slots under the Development Complement. It is suggested that:

- a. these slots be used to give OTR career instructors overseas operational experience;
- b. these slots not be used by operationally experienced OTR careerists who have demonstrated their ability to handle CS assignments commensurate with their grade;
- c. but that they be used for OTR careerists who because of their inexperience or specialization cannot be expected to assume full case officer responsibilities commensurate with their GS-grade;
- d. these slots be used only for those OTR careerists who upon their return from overseas will be engaged in those OTR activities which are in direct support to the CS;
- e. OTR be responsible to provide the incumbents of these slots that language, area, and skills training required by the CS;
- f. these additional slots be established in the number of  for FY 1961 and increased to a total of  in FY 1962;
- g. these slots be ungraded (except for budgetary purposes);
- h. these slots be attached to the T/O's of large or medium-sized stations;
- i. the incumbents of these slots be used by the Chief of Station for whatever purpose he deems fit, consistent with the ability of the incumbent and the purposes of the program;

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j. the normal tour of duty be two years but that it can be extended if mutually agreeable to the CS and the DTR.

6. Such a program would not increase the personnel ceiling of the Agency, the CS, or OTR. For every OTR man encumbering a CS Development Complement slot, OTR would accept a CS careerist on its T/O for a similar period of time. The 50-50 ratio, per para. 2, will be maintained.

7. A similar program for JOF's might be considered, but this will be the subject of a separate memorandum.

8. Realizing that even if this program is acceptable to the DD/P it may take several months to implement, I am sending to you by separate memorandum a list of OTR careerists with their qualifications who are available immediately for assignment to the CS. This list will be followed by quarterly lists six months or more prior to their availability date.

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MATTHEW BAIRD  
Director of Training

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